

*Report file*

**SURVEY REPORT**  
**ON**  
**ORGANIZATION AND METHODS SERVICE**

**Presented**

**To**

**The Management Officer  
Central Intelligence Agency**

**By**

[REDACTED]

**3 April 1953**

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**SURVEY REPORT**

On

**Organization and Methods Service**

**A. Purpose.**

Working with and for the Management Officer under the authorization and guidance of the Comptroller, the purpose, functions, capability and relations of the Organization and Methods Service were surveyed in order to accomplish immediate improvements and recommend future action that would enable the Management Officer to serve the entire Agency more effectively.

**B. Background Information.**

1. During the past two years substantial changes have been made in the basic philosophy, purpose, organization, functions, and staff of the Organization and Methods Service. There has been a significant reversal from the authoritative to the consultant approach. Perhaps the pendulum has swung too far but there were certain basic corrective measures that needed to be taken before either system would work effectively.

2. When the Management Officer accepted his assignment a year ago he inherited an organization with low morale, impaired prestige, weak customer relations and limited capabilities. During the intervening months steady progress has been made toward improving the situation and increasing the competence of the staff. For these reasons the time was ripe for constructive review and analysis when this survey was started on February 24, 1953.

**C. Progress Report (Phase 1).**

1. Through the cooperation of the Management Officer and the entire Organization and Methods Staff a preliminary report was presented on 12 March to the DD/A, ADD/A and

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Comptroller outlining the major internal problems and requesting approval in principle of the following recommendations:

- a. Restatement of Purpose and Functions to crystalize the consultant relationship and designate O&M as the principle instrumentality to stimulate and coordinate the Agency program of Management improvement.
  - b. Establishment of system of reports and controls to provide adequate information about allocation of effort, progress, productivity and backlog so that the Management Officer can: (1) ensure that the O&M Staff serves the entire Agency in the most efficient manner; and (2) make adequate reports to higher authority.
  - c. Reorganization of O&M Service to create Management Board and detail Assistant Management Officers to the (A), (I) and (P) areas in order to strengthen customer relations through greater continuity, specialized knowledge and security.
  - d. Arrangement for detailing interns to O&M Service under Junior Officer Training Program of Agency.
  - e. Consideration be given to appointment of a Special Assistant for Management Planning who would have both the professional competence and time required for top level management problems since the Management Officer must devote most of his time and attention to administrative responsibilities, staff supervision and representation on boards and committees.
  - f. Establishment of a definite program for improving "customer" relations which would include a booklet on management improvement for transmission to Agency executives over the signature of the Director.
2. In a subsequent meeting on 13 March the Comptroller authorized implementation of the above recommendations a through d.

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He said that further consideration would be given to recommendation e and instructed the Management Officer to draft the booklet and prepare final plans under recommendation f for submission to the DD/A.

**D. Accomplishments.**

1. The mission, authority and functions have been clarified and the O&M Service has been reorganized on a more effective basis through the appointment of three Assistant Management Officers and establishment of the Management Board.
2. A Reporting and Control System has been established which accomplishes the purposes set forth in C-1-b.
3. A draft of the Management Improvement booklet is in the Graphics Section of O&M for technical assistance on illustration and layout. A suggested draft of the Director's transmittal letter has been prepared.
4. A Management Intern plan has been established in O&M under the Junior Officer Training Program of the Office of Training.
5. There have been a series of conferences with the Chief, Management Training of the Office of Training to assist in the establishment of a course in management for administrative officers of the Agency.
6. Recruitment requests have been prepared for all approved vacancies on the O&M T/O. Several well-qualified candidates have been interviewed and two employment actions initiated.
7. The qualifications of all O&M personnel have been reviewed with the Management Officer and it is agreed that two members of the staff should be reassigned where their background and experience can be used more advantageously.
8. A policy statement regarding professional standards which sets forth minimum selection and training requirements has been promulgated to the staff.
9. At the suggestion of the Regulations Staff a new section on Management is being established in Agency

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Regulations. The basic information has been drafted and is currently being coordinated.

**E. Conclusions.**

1. The primary responsibility for management improvement rests on the executives in charge of the various components of the Agency. At the present time the Organization and Methods Service can serve most effectively by providing management advice and assistance which will enable the executives to discharge their responsibilities more effectively.

2. On the basis of this survey, and with due consideration of the improvements that have been accomplished and those now underway, the O&M Service appears to be in a basically sound position provided there is continued emphasis on improving capabilities by increasing staff competence and strengthening customer relations.

**F. Recommendations.**

1. That continuing emphasis be placed on increasing the capabilities of the O&M Service through:

- a. Increasing the competence and effectiveness of the individual members of the Staff.
- b. Filling the approved T/O vacancies with well-qualified individuals.
- c. Developing prospective projects so that greater selectivity can be used in directing O&M effort toward matters of highest priority.

2. That continuing emphasis be placed on management improvement by encouraging more effective use of available facilities such as:

- a. The O&M Service.
- b. Management training.
- c. The Incentive Awards Program.

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3. That a follow-up report be prepared on October 1, 1953 to determine:

- a. The progress that has been made.
- b. Possible changes which should be made in the Organization, Purpose and Functions of the O&M Service based on increased capabilities.

Submitted by



Consultant

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Approved by

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Management Officer